



FAA Intercom

Agency-Wide Internet Monitoring Begins in October

Next month, the FAA will begin agency-wide monitoring of the Internet one day each week to better understand how it is being used.

The decision to begin monitoring was made for several reasons. One impetus for monitoring came from the Accountability Board, which received a number of complaints about employees accessing pornographic sites. However, the FAA management board also decided that monitoring was needed to assess the overall adequacy of the system to meet agency needs.

"The Internet is an important resource to the FAA, and we want to understand its health and status," said Tom O'Keefe, program director for information management in the Office of Information Services. "There are infrastructure and capacity requirements that need to be addressed for employees to take full advantage of the Internet in conducting their work. We want to ensure the FAA is prepared to meet user demand, and that the Internet is being used in an authorized manner," he said.

Beginning sometime in October, monitoring will occur one day each week to gather initial information on the agency's use of the Internet. The "monitoring day" will be selected at random each week. This *continued on page 5*

Demonstration Proves AMASS System Works



A Boeing 727 executes a 'go around' during the AMASS demonstration, avoiding a potential 'collision' with the aircraft on the runway.

Although the Boeing 727 on final approach to San Francisco International Airport was two miles out — not even visible to the naked eye — a potential accident awaited.

The Boeing aircraft had been cleared to land on runway 28 Right, but a Convair 580 waiting to take off already occupied the runway. But at the same time, the airport surveillance radar was tracking the airborne jet and feeding information to the airport's Airport Movement Area Safety System (AMASS) while the ASDE-3 ground radar kept track of the Convair and provided that data to AMASS.

Using position, velocity and acceleration data, the AMASS safety-logic software predicted a collision between the two aircraft and sent a warning. Controllers' displays highlighted the two aircraft and a large warning box appeared on the screen. The display had text on the location of the aircraft and suggestions for the controller about how to avert an accident. An aural warning repeated the text information, advising a "go around."

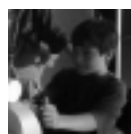
The controller issued that command and the Boeing jet began to climb without *continued on page 5*

In This Issue:

Read about National Hispanic Heritage Month, view a pictorial of the Oshkosh air show, learn how the FAA devises its budget, and read an interview with the new NATCA president, John Carr.



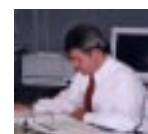
Page 6. Brothers-in-arms.



Page 8-9. FAA at Oshkosh.



Page 10. New NATCA president speaks out.



Page 11. Formulating the FAA budget.



News in Brief

Health Insurance Open Season Dates Announced

The new premium rates for plans in the Federal Employees Health Benefits program will be released early this month. Premium rates are expected to rise by an average of 8.5 percent, according to *FedWeek* electronic newsletter. The next health care open season is scheduled for Nov. 13 through Dec. 11.

FAA Shuttle Reservations Go On-line

FAA employees will be able to make reservations on-line for the FAA Air Shuttle beginning Oct. 2. The Shuttle flies between Headquarters and Atlantic City, N.J. (home of the William J. Hughes Technical Center) three times each week. The site is located at <http://intraweb.tc.faa.gov/swrs>.

Telephone reservations will still be accepted for those who do not have access to the FAA Intraweb. Call (609) 485-6482. For further information, call Frank Hines at (609) 485-5670.

Memphis Tower is Among Best in Southern Region

Memphis Tower is Air Traffic Control Tower of the Year (Level 10) for 1999 by the FAA's Southern Region.



(From left) Koehler presents an award to Carlisle and Wertz to mark Memphis Tower's selection as the Southern Region's Level 10 tower of the year.



Former astronaut James Lovell (center) discusses his flight in the Gyro-2 with Rogers Shaw (left) and Roger Storey, aviation physiology instructors from CAMI's Aeromedical Education Division.

David Carlisle, the tower's NATCA representative, and Tower Manager Bill Wertz accepted the award on behalf of facility employees from Dennis Koehler, the region's Air Traffic Division manager.

Koehler cited the outstanding relationship among Memphis Tower, Memphis Center, FedEx, Northwest Airlines and all the users at the Memphis Airport. "With close to 500,000 operations in 1999, Memphis tower did not have a single operational error or deviation, which is phenomenal," Koehler said.

Driver's Ed on the Web

FAA employees who operate ground vehicles at airports may take an introductory training course (#12723) on the Web. The program was developed to further the agency's Runway Safety Program, which is designed to curtail runway incursions by errant aircraft or ground vehicles.

Employees who take the course — called "Airport Ground Vehicle Operations" — receive credit in their personnel files. The Resources Management Program in Airway Facilities designed the course and will put this same training material on a CD-ROM to be used on training platforms for all lines of business. It also will be adapted for computer-based instruction.

This training is in compliance with the FAA order on airfield driver training for agency employees.

For more information, contact Mary Sand at (202) 493-4069.

Getting Oriented

General aviation pilots got an idea of what it's like to suffer from spatial disorientation during an FAA-sponsored Wings Weekend.

The Civil Aeromedical Institute supported the 10th Annual Pilot Proficiency Wings Weekend Fly-In at Coles County Airport in Mattoon, Ill., by displaying the Gyro-2. The portable system provides a practical and highly convincing demonstration of how hard it is for a pilot to maintain a sense of position during severe weather or in certain nighttime conditions. It underscores as well the importance of relying on cockpit instrumentation to fly safely under these conditions.

Nearly half of the more than 275 pilots who attended the fly-in completed a flight in the Gyro. In addition, 16 safety seminars were conducted and 200 pilots were awarded Pilot Proficiency Wings and certificates.

One of the week's highlights was the attendance of James Lovell, Apollo 13 astronaut, who flew his Beechcraft Baron to participate in the Wings program.



Data Link Wins Another Award

Awards keep coming for the FAA's Aeronautical Data Link Team.

The group will receive the 2000 AXIEM Award for its two most recent video productions, "Controller Pilot Data Link Communications: A Digital Solution to Radio Frequency Congestion" and "Controller Pilot Data Link Communications: New Technology for Business Aviation."

AXIEM is a national award that honors the best in all forms of electronic media. To date, data link videos have won five national and international awards.

Thousands of videos have been distributed worldwide to aviation manufacturers, airlines, embassies, pilots' and controllers' unions, air traffic control facilities, aviation authorities, the business and general aviation community, and universities.

For more information, contact Tim Hancock at (202) 493-4702.

Passenger Complaints Soar in June

Passengers increasingly are fed up with airline customer service judging by the number of complaints filed with the Department of Transportation.

Consumers filed nearly 2,400 complaints about airline service in June, up 41 percent from May and nearly 80 percent higher than in June 1999, according to the latest DOT Air Travel Consumer Report.

For the first six months of this year, there were 12,145 complaints, nearly 58 percent more than during the same period of 1999. These figures represent only those complaints filed with the DOT. They do not include complaints filed directly with the airlines.

The rate of mishandled baggage increased to 5.72 reports per 1,000 passengers, higher than May's 4.80 rate or June 1999's 5.29 mark. The overall number of mishandled bags complaints did drop in the six-month period ending in June.

Flight Data Link Becomes Operational at Oshkosh

General aviation pilots at Oshkosh got a glimpse of the future when the FAA activated the Flight Information Services Data Link.

Citing weather as one of the leading factors in fatal aviation accidents, Administrator Jane Garvey flipped the switch on the system that was made possible through a joint industry/government agreement for providing NAS-wide data-link of weather and flight information to general aviation pilots.

Using a small display in the cockpit, flight crews can receive text messages on aviation weather and special aviation reports, terminal area forecasts, airman's meteorological information, pilot reports and severe weather forecast alerts issued by the FAA and the National Weather Service.

To use data link, general aviation pilots will have to buy and install a VHF data radio and a multifunction display unit capable of displaying digital graphic and text messages. At this point, basic data is provided at no cost.

See pp. 6-7 for more on the Oshkosh air show.

Raleigh AFSS Scores Two in a Row

The Raleigh (N.C.) Automated Flight Service Station has been named the Southern Region's AFSS of the Year for the second consecutive year. In 1998, the AFSS won the national honor.

Dennis Koehler, Southern Region Air Traffic manager, presented the award to employees at a ceremony, Aug. 2. Raleigh AFSS Manager Tom Adams complimented "a fine team of professionals" at the facility for earning the award.

The AFSS was rated in 10 areas, including operational efficiency, communications, employee development, external relations, resource management, employee morale and customer service.

During 1999, the Raleigh AFSS responded to approximately 732,000 information requests from pilots operating out of North Carolina's 122 public and 178 private airports. Raleigh also operated a temporary Flight Service Station for pilots flying to the U.S. Open golf tournament at Pinehurst and supported the Special Olympics World Summer Games in Raleigh in 1999.

continued on page 4



(From left) Raleigh AFSS Representative Darwin Smith and Tower Manager Adams accept congratulations from Koehler as Southern Region AFSS of the Year.



News in Brief

continued from page 3

Fort Worth Center Receives its Due

The Fort Worth Air Route Traffic Control Center won the D/FW Federal Executive Board's award for outstanding customer service.

The center was cited for arranging monthly training sessions for general aviation pilots. The program allows pilots to work control problems in a simulation lab, giving them a hands-on approach to air traffic control.

The training department also meets regularly with American Airlines and Southwest Airlines to explain air traffic control procedures. The center uses coded departure routes during severe weather, a collaborative effort with airlines to handle aircraft from the West Coast, and helped develop an Internet site with 80 aviation- and weather-related links.

FAA Witnesses Successful Rocket Launch

FAA officials were on hand to witness the successful firing of a Sea Launch rocket from a ship sailing near the Equator on the Pacific Ocean.



Photo: Sea Launch LLC

A Sea Launch rocket rises from a ship on the Pacific Ocean near the equator.

Sea Launch, an international joint venture involving European and U.S. companies, successfully fired two rockets prior to this launch. However, the last launch on March 12 failed. Sea Launch completed a failure investigation that was closely monitored by the FAA's Office of Commercial Space Transportation.

Two safety inspectors from the FAA were the only government representatives with safety oversight responsibilities on the ship. They ensured that Sea Launch complied with public safety provisions in its launch application.

DOTnet Goes On-Line

Getting information in the Department of Transportation just got easier.

DOTnet, located at <http://dotnet.dot.gov>, is the department's new internal communications network. Employees will find it easier to locate information they need to do their jobs and keep up-to-date on important DOT issues.

The Office of the Chief Information Officer manages DOTnet. Employees who would like to add something to DOTnet or have a suggestion or comment may contact Crystal Bush via e-mail at crystal.bush@ost.dot.gov, or call (202) 366-9713.

Correction

The contact name for information about accessing voice mail toll-free (see back page of the August 2000 issue of the *FAA Intercom*) was incorrect. The correct name and number are Merryll Campbell at (202) 267-7288.

Clarification

The two unidentified men in the photo on page 2 of the August 2000 *FAA Intercom* are ICAO Council President Assad Kotaite and Judimar Chargas, ICAO head of CNS/ATM.

People

Airway Facilities Tags Long to Fill Deputy Position

Bob Long has been named deputy director of Airway Facilities. Long had been acting deputy director since January when he replaced Alan Moore. Moore is now Airway Facilities director.

A 23-year veteran of the FAA, Long has been program director of the NAS Transition and Integration Service. He also has served as branch manager for NAS Operations and then Resource Management in the Central Region.



Bob Long

NATCA Elects Carr President

John Carr, a controller at Cleveland Tower and NATCA member since 1987, has been elected president of the National Air Traffic Controllers Association. His 3-year term began Sept. 1.

Carr joined the FAA in 1982 as an air traffic control specialist in Kansas City. He spent 10 years at the Chicago TRACON before moving to Cleveland. Carr was a member of the NATCA team that negotiated the 1998 agreement with the agency (an interview with Carr is on p. 10).



Agency to Analyze Internet Use

continued from page 1

periodic monitoring will continue for the foreseeable future, O'Keefe said.

In the long term, monitoring might be consolidated with an information security effort handled separately to prevent access to FAA websites from hackers and other intruders.

Last year, the FAA revised its Internet Use Policy to address several issues on use of the Internet.

The policy says that employee and contractor use of the Internet is subject to monitoring by the agency, and that the Internet shall be available only for authorized activities. This is consistent with policies adopted by the private sector and other government agencies concerned about the effect that personal messages and attachments to messages have on the capacity and speed of their Internet systems.

Authorized activity covers work requirements and also "limited personal use." Limited personal use includes, for example, brief e-mail messages or Internet searches, provided the personal use does not interfere with the conduct of official FAA business, reflect negatively on the FAA or its employees, or violate any federal or FAA regulations or policies. Employees may review the policy by accessing www.faa.gov/issues.htm.

AMASS Demonstration Goes Smoothly

continued from page 1



These FAA employees were among those who participated on flight teams during the AMASS demonstration.

attempting to land. A potentially fatal accident was averted.

The 727's diversion was a test, one of seven scenarios demonstrated live July 15 for the first time using AMASS. The FAA system performed flawlessly in each one.

Since undergoing a major program reevaluation last year, AMASS has met or beat each deadline in its revised schedule. Most importantly, the system in San Francisco did what it was supposed to do: identify and alert controllers to potential collisions while accurately assessing scenarios in which the alarm should not go off during safe operations.

AMASS correctly identified four situations that required an alert:

- ◆ Departure on an occupied runway and arrival to a closed runway;
- ◆ Arrival to an occupied runway without crossing the runway threshold; and,
- ◆ Arrival on an occupied runway once the plane has crossed the runway threshold (a "lander" in ATC parlance).

The system also performed correctly in three other scenarios: Sidestep to an occupied runway, sidestep to an unoccupied runway and a lander behind a lander.

The system will be tailored to each of the 34 airports where it scheduled to be deployed using more than 1,000 parameters built into the system.

AMASS should be viewed as an

adjunct to the current runway safety initiatives being pushed by the FAA. It is not intended to identify runway incursions as it was first envisioned a decade ago.

"Runway incursions are very difficult to predict with existing technology without causing a significant number of nuisance alarms to controllers," said Michael Huffman, team lead on the AMASS project. "Our best technology has not been able to read the minds of the pilots and vehicle operators operating on the airport surface."

Since then, the system has evolved with contributions from the AMASS Air Traffic work group into one of collision avoidance between aircraft and other planes or ground vehicles once an incursion does occur.

With the creation of the AMASS Air Traffic work group in October 1998, controllers have provided continuous guidance on the system's development, asking and getting changes in the warning, screen icons, the cadence of the aural warning and the order in which alert information is announced or displayed.

Independent operational test evaluation began last month in San Francisco and is scheduled to begin at Detroit Metropolitan Airport in October. Huffman believes if all goes well the system's first site commissioning could come early next year, months ahead of the revised program schedule.



National Hispanic

Albuquerque ATC Means Abeyta Traffic Control

Be careful if you call the name "Abeyta" at the Albuquerque Center. You might get more than you bargained for.

Any or all of four Abeyta brothers — Ben, 45; Chris, 40; Matthew, 35; or Marc, 30 — might answer. They are part of the only family with four brothers working air traffic control for the FAA at the same time in the same facility. They have a combined 67 years of experience working in various air traffic jobs, yet they don't seem to view themselves as special. In fact, their work ethic and strong family ties are anything but unusual in the Hispanic community.

"My dad taught us that we should do our very best at whatever we attempted," said Ben, the eldest brother. "I wanted to succeed for myself and my parents, and as a Hispanic I wanted to represent my culture well. There was the additional pressure of people wondering how we were all getting hired. We wanted to make sure they knew it was because of hard work, integrity and God-given abilities to do the job."

Hard work seems to be how the brothers define themselves, not the natural competition that often exists among siblings. "There has never been any competition on who the best controller is, but who works in the hardest specialty," said Chris.

Matt agrees. "I don't think there is any competition because we all work in different areas or specialties. The one advantage I've had was working as a tower/approach controller. I miss being a swivel head."

Marc said there's plenty of rivalry in everything from basketball to golf. "We were brought up to do our very best at anything we do, so I definitely think that comes out in our job. I don't think we directly compete with each other at work. We just do our best."

An element of pride shows through when the brothers speak about their family. "Coworkers enjoy giving us a hard time because so many of us work in the same place," Ben observed. "Some folks call our



(From left) Chris, Matthew, Marc and Ben Abeyta are brothers-in-arms at the Albuquerque Center.

facility 'Abeyta Center.'"

Said Chris: "It's great, especially when we can all eat together at work and hear comments like, 'You can't shake a stick without hitting an Abeyta,' and 'Are you Abeytas having another family reunion.'"

That "all for one, one for all" attitude extends beyond the boundaries of their jobs. Working at the same facility gives the brothers a chance to catch up on things.

"I like the fact that if something goes wrong at work, I have family members I can talk it over with and they understand completely," Marc said. There's a flip side to that coin. If something goes wrong at work, there is no way they can hide it from the brothers, Ben said.

The Abeytas' ATC family tree actually began with their uncle, who started training to become an en route controller before switching to be a Flight Service Station specialist. That got Ben interested in the business, and the dominoes started falling.

Chris remembers visiting Ben at work when he was a sophomore in high school. "As soon as I walked in the door and saw what he did, I had a goal to do the same," Chris said.

Matthew was a holdout for awhile. "I decided I was not going to be a controller since my two oldest brothers were already controllers. I worked in electronics before realizing it wasn't going to get me the toys I

wanted. That's when I decided to swallow my pride and see what air traffic was about."

By the time Marc came along, he was probably a goner. "I saw that Ben, Chris and Matt had a career that was exciting and challenging, so I decided to go for it." Only middle brother Joe avoided the ATC bug. He works for the local school system.

Surmounting challenges is part of the Abeyta family story and often a common element in the lives of many Hispanics in the United States. The brothers understand Spanish, although learning it was never a priority at home because their parents, Ben and Mary Agnes, were punished for speaking Spanish at school when they were children. Matthew now plans to take Spanish lessons as a further link to his heritage.

Marc thinks that being a member of a minority motivated him to work hard to prove he could succeed. He recalled how his father continued to drive an ice cream truck on his days off after he was hired as a fireman. His mother drove the route when his father had to be at the firehouse.

Ben and Chris are trying to plant new family trees for air traffic control. They visit high schools and colleges to educate students about careers in aviation. "Many Hispanics never give themselves a chance to prove themselves in a professional workforce," Ben said.



Heritage Month

FAAers on-Tapas-it in Spain

Three FAA employees are being exposed to an important part of their Hispanic heritage up close and personal.

Miriam Santana, Elizabeth Gnehm and Andrew Velayos are stationed in Spain to provide technical assistance to that country's civil aviation authority (DGAC). At the same time, they are experiencing first-hand Spanish culture.

The three were named to the FAA's Civil Aviation Assistance Group in Madrid more than a year ago. Their mission is to assist the DGAC with many of the same issues the FAA faces in the United States: maintaining safety while growing more efficient to handle increasing amounts of air traffic.

Fortunately, Spain has the safety side of their air traffic control system very well covered, said Santana, Civil Aviation Assistance Group manager. Nor is it a system lacking in sophistication, said Velayos, airports and air navigation advisor, who described the Spanish air traffic control as state-of-the-art.

Where the DGAC needs assistance is in becoming more efficient and strengthening their organization to support an expanding aviation market, Santana said. "We are assisting them to improve their efficiency by helping them establish a standardized training program and documenting their processes," she added.

There are bureaucratic processes and policies that must be followed, not just from the DGAC and the FAA, but from other U.S. and Spanish Government agencies as well. Coordinating among the numerous offices in those organizations is challenging, Santana said. Elizabeth Gnehm, who specializes in airworthiness and aircraft certification issues, added that understanding the politics and following the protocols involved is another consideration.

And as one can tell from their job descriptions, Santana, Gnehm and Velayos

wear many hats. "We are considered specialists," said Velayos. "But in truth, we are generalists. I'm constantly reading to keep up with all the new technology associated with airports, air traffic and airway facilities."

Santana said the same holds true for their Spanish counterparts. Employees of the DGAC are expected to address a variety of issues involving disciplines that would be considered separate fields at the FAA.

Cultural issues, such as the preference for formal communication channels between management and employees, present additional challenges. The Spanish concept of management is more conservative than in the United States and lines of authority are clearly defined.

These issues are more than counter-balanced by the professionalism and expertise of the Spanish. "From a technical point of view, I believe they are required to meet higher educational standards than we are," Velayos said. "To work in the Airports and Air Navigation Subdirectorate, you must have an aeronautical engineering degree and pass a very rigorous entrance exam."

Concerns Gnehm had about sexism were quickly dispelled. "As a woman engineer, I expected to have to spend a

significant amount of energy proving myself," she explained. "That hasn't been the case at all."

One can almost hear the FAAers learning to appreciate the Spaniards' expansive view of life. "They are hard workers and yet at the same time enjoy life to its fullest every second they have a chance to do so," said Santana.

Velayos doesn't hesitate when asked about the best part of his job. "That would definitely have to be the interaction with our Spanish counterparts. They are some of the most gracious and sophisticated people that I have met."

Gnehm said now that her language skills have improved, as has her understanding of the culture and people, she better understands the humor in their conversation. "I can have a really good laugh with them."

All three engineers agreed that easing their transition was the support they received from their FAA colleagues stateside.

They are excited about the opportunity to serve both the FAA and the DGAC while enjoying the rich history and traditions of Spain. Expect to find them out on the town eating tapas (Spanish hors d'oeuvres) and watching Flamenco dance . . . Olé!



(From left) Velayos, Gnehm and Santana are FAA representatives helping Spain with aviation-related issues.



FAA, EAA Empha

For the majority of the 765,000 people who attended this year's AirVenture 2000 aviation show at Oshkosh, Wis., the chief draw was nearly 2,300 aircraft in the static and flying displays.

But general aviation pilots interested in the mechanics and safety of flying had to divide time between the displays and a wide range of FAA-sponsored functions at the air

show sponsored by the Experimental Aircraft Association.

Administrator Jane Garvey was on hand as always to answer pilots' questions. This marks the fourth year Garvey has appeared at Oshkosh, and as she moves deeper into her term the sessions have taken on a certain familiarity and ease. Tensions that have existed in the past have subsided, due in part to the "outstanding

working relationship" that EAA President Tom Poberezny said exists between the FAA and his organization.

Garvey spoke about FAA responsiveness, which she acknowledged would always need addressing because "there are so many issues that all of us need to . . . sort out and work through together."

She introduced two FAAers — Mike



Photo: Dan Felger

(Right) Jean Herz (third from right) from the Office of International Aviation escorted a contingent of Chinese aviation officials to Oshkosh. Barry Valentine, former deputy administrator, is second from left.

(Left) FAA employees at this approach control trailer handle VFR arrivals to the airport.



Photo: Dan Felger



Photo: Dan Felger

(Left) Dave McCurdy, an operations supervisor from the Peoria (Ill.) tower keeps an eye on traffic from the Oshkosh tower.

(Right) This Mobile Operations and Communications Workstation (aka MOOCOW) trailer is positioned next to the runway to help controllers work departures from the air show.



Photo: Dan Felger



size ABCs of Flying

Gallagher, manager of the Small Aircraft Directorate, and Mike Henry, acting manager of the General Aviation and Commercial Division — as the agency's "key people in general aviation."

She also introduced a new safety video titled "Avoiding the Inadvertent Spin" that the agency contracted with EAA to produce. Unintentional stalls and spins

account for about 10 percent of all general aviation accidents and 25 percent of fatal accidents.

Education remains the prime focus for the FAA at Oshkosh. More than 20,000 people attended 33 safety sessions hosted by the FAA. Among the sessions were those hosted by Bill Benhoff discussing how to reduce runway incursions, Dr. Stephen Veronneau examining human performance in

recent accidents and Steve Hodges updating pilots on the GPS/Satellite Navigation Program. Bruce Edsten from the agency's Aviation Safety Program provided his audience with the top 10 reasons engines quit during flight.

The agency's temporary tower handled 24,508 operations during the weeklong event.

Elements of this article were drawn from the EAA publication *AirVenture Today*.



(Right) Administrator Garvey chats with a reporter following her session with general aviation pilots.

(Left) Brandon Fahley, a Great Lakes Region intern, teaches an Oshkosh visitor how to fly the FAA flight simulator set up in the exhibit hall.



(Left) Pilots check the schedule of FAA events at the Oshkosh air show.

(Right) Estela Ponce from the Great Lakes Region gets a hug and a smile from Monte Belger, acting deputy administrator.





New NATCA Chief Gives Credit where it's Due

John Carr is the newly elected president of the National Air Traffic Controllers Association. He began his 3-year term on Sept. 1. In an interview with FAA Intercom, Carr spoke about his agenda, NATCA's relationship with the FAA, Administrator Jane Garvey and media perceptions. Following are excerpts from the interview.

What are the priorities on your agenda for air traffic controllers?

The most important priority, the biggest challenge facing NATCA, is the contracting out and privatization of union jobs. We don't believe it's in the agency's, the government's or the flying public's best interests. We strongly believe air traffic control is an inherently governmental function. I believe outside parties are pressing an agenda to privatize air traffic control functions. They view the contracts as lucrative.

I also want to focus on increasing communication. I think we have a great story to tell here and we haven't done a good job telling it. Every day, 60,000 men and women maintain the safety and integrity of our nation's air traffic control system.

I think we're getting a bad rap by the users and media because of predatory scheduling practices and lack of municipal cooperation in expanding airport capacity. We don't manufacture delays. We don't control the weather.

Jane Garvey has begot an agency where people are empowered to make changes quickly and where dynamic progress is expected. [That message] is not getting out. I just got elected. I am not bound by the chains of political correctness. I don't have to worry about my message offending certain political sensibilities.



Newly elected NATCA President John Carr (left) began his 3-year term on Sept. 1. He replaces Mike McNally, right.

Describe the relationship between NATCA and the FAA.

The current relationship between NATCA and the FAA is productive and professional. I think it is a good relationship overall. Can it stand improvement? Absolutely. There's always room for improvement in anything you do. But overall, I think we have a very strong, healthy and productive relationship. I think we do our best work when we're working together. But we have our own role to play.

What is on your agenda for the NATCA organization?

In terms of [our] organization, we have organized several bargaining units within the FAA, particularly at FAA Headquarters. We want to represent them and bring them into the house of labor.

Do you expect your term to differ in tone or substance to that of outgoing president Mike McNally?

That's a very good question. My background is in labor relations and contracts and law.

I believe that the difference between myself and Mike McNally will be extremely

subtle for the agency, but very dynamic for my bargaining unit. It's really hard to quantify. The difference is really more a matter of style than substance. It might appear starker to the people I represent.

Do you feel you have a mandate from your constituency?

I do believe my election is a mandate. I won with 62 percent of the vote in a 3-man race. The closest competitor got 19 percent.

What is your mandate?

My mandate is to fight with every breath I have and every cent we have to stop the privatization and contracting out of jobs — the piecemeal sell-off of the air traffic control system.

Describe your relationship with Administrator Garvey.

I find her to be extraordinarily honest and forthright and I look forward to working with her. I think she has been an unqualified success as an administrator.

Is there anything you'd like to add?

I think great things are going to happen at the FAA and in our bargaining unit over the next three years and I look forward to the challenge.

CFC Begins Next Month

The 2000 Combined Federal Campaign (CFC) will be held Oct. 2 through Dec. 15. DOT Secretary Rodney Slater will once again serve as the federal chairperson, giving this year's campaign added exposure and momentum within the FAA.

The Office of Financial Services has overall responsibility for the FAA's efforts for CFC this year. Look for further information in future editions of the *FAA Intercom*.



Formulating the FAA Budget

This article continues the series on the federal budget process. This month's focus is on the FAA's internal process for developing a budget proposal. The FAA receives funds from four major appropriations: Operations, Facilities & Equipment (F&E), Research, Engineering & Development (RE&D), and Grants-in-Aid for Airports (AIP).

There are differences within the FAA as to how budget proposals for these funds are formed. This article will discuss the general process, then concentrate on the Operations appropriation. Future articles will deal with the F&E, RE&D, and AIP appropriations.

The basic process common to all appropriations is determining how much money is needed to run programs 18 months to two years in the future.

Some of the groundwork is laid out in the agency's Strategic Plan or Capital Investment Plan (CIP). The Strategic Plan sets agency goals while the CIP calculates specific sums needed over a 20-year period to improve the National Airspace System.

Outside influences are also considered. For instance, the prior year's budget includes projections for funding established by the Office of Management and Budget. The projections or targets serve as an indication of how much funding the President and the Office of Management and Budget have available for an agency.

The foundation of the Operations budget is the level of funding at which each FAA organization operates. The Operations budget is presented as requests for increases or decreases to the current operating budget. These increases can be categorized as discretionary and non-discretionary.

A non-discretionary increase would include such items as the federal pay raise or inflation. A budget with only non-discretionary increases might be called a

"current services budget." That is a budget increased only for inflation (including pay raises) that would allow an organization to continue at the same level of effort in the following year. Discretionary increases are requests for such items as additional positions, travel, or contract dollars that fund new or expanded programs.

Decreases occur when an organization ceases a function or was provided funding for a special, limited-duration project.

Currently, the Office of Budget collects budget requests in a document known as a budget increase issue paper. The BIIP is a tool that helps analyze budget requests in a structured manner. Submitting organizations must identify factors such as: the initiative or work to be accomplished; funds in an organization's base currently devoted to this type of work; the program implications of not funding the requested increase; the relationship to policy goals and objectives; and detailed pricing of the initiative.



Brian Riley, FAA director of the budget, helps shepherd the agency's annual request through the approval process.

Each line of business or staff office determines how it will collect budget requests within its respective organizations. Individual lines of business collect the requests for their organization and consolidate them into the BIIP format.

Under the Government Performance and Results Act, the agency also has to identify what measurable outcomes will result if the requested increase is approved. In other words what will taxpayers get for their money.

BIIPs are reviewed by the Office of Budget and a committee of agency budget and program personnel. This committee, which represents each line of business and staff office, is called the Operations Resource Management Team and is chaired by a representative from the Office of Budget. Over the years, this group has tried a number of approaches to evaluating and ranking the increase requests. The budget requests presented to the resource management team each year are usually far above the targets the agency receives from the Office of Management and Budget.

The budget submissions are reviewed and ranked by the Operations Resource Management Team and then presented to the Management Board (assistant and associate administrators) who make a final recommendation to the administrator. The administrator determines the final request level that is forwarded to the Department of Transportation for its review and approval.

The next edition of FAA Intercom will examine how capital budget (F&E, RE&D) formulation works within the FAA.



A Roadmap to the Future

An awards ceremony at FAA Headquarters earlier this summer recognized the achievements of more than 150 people involved in meeting the FAA's 1999 process improvement goals.

The agency measured success during an appraisal of 12 projects using the FAA-integrated Capability Maturity Model (iCMM). "This effort is precedent-shattering because it's the first time a government agency has met the requirements of an integrated model," said Art Pyster, deputy chief information officer and chair of the integrated process group that oversees process improvement in the agency.

The model provides guidance for improving the way people work by incorporating best practices from industry and government. It is the first model ever to integrate the disciplines of systems engineering, software engineering and acquisition.

Among the improvements were better cost and schedule predictability, increased productivity from streamlining and increased product quality and consistency.

These projects involved three sponsoring organizations: the Office of Research and Acquisitions, the operational support branch of Airway Facilities, and the Air Traffic System Requirements Service. To meet their goals, the project teams documented their processes, ensured that these processes incorporated the best practices in the iCMM, and performed them in a disciplined, planned and tracked way (known as "Capability Level 2").

Project teams shared information with other teams and across lines of business, embraced new ways of doing business, and learned new disciplines. The appraisal found that the participating programs and organizations were performing many processes at Capability Level 2.

"Process improvement has made a real difference in almost every level of our organization," said Steve Zaidman,



(From left) Peter Challan, deputy associate administrator for Air Traffic Services, Pyster and Ibrahim celebrate process improvement at an awards ceremony at Headquarters.

associate administrator for the Office of Research and Acquisitions. "My hope is that we will continue to find new ways to apply process improvement throughout ARA."

Linda Ibrahim, FAA integrated Capability Maturity Model lead, said the model provides a framework for the systematic and continuous improvement of products and processes across the FAA.

Ray Long, program director for NAS Operational Support at the time of the

appraisal, said the iCMM effort is one of the FAA's most critical efforts. "We must work toward processes that are mature within the agency," he said, "so we can repeat processes that work and not repeat processes that don't. It is a roadmap to the future."

Results of the 2000 appraisal can be found on the Intranet at tcpal.act.faa.gov under the learning page.

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